

Goal Area No. 1	Goal No.	Goal(s)	Priority No.	Priorities	Dept./Div.	Status (Open/Complete)	Notes
Improve Quantity and Quality of Housing, Especially Low-Income Housing and Reduce Homelessness	1.1	Increase housing access - especially infill development (avoid the shoreline)	1.1.a	MetroWalk	Comm. Dev.	Open	Third CTCAC application was submitted to complete financing plan for project. Decisions on the most recent application will occur at May 12, 2026.
			1.1.b	Homekey	Comm. Dev.	Open	The renovation of the building is in progress and occupancy is anticipated to be begin in Summer 2026.
			1.1.c	Tiny Village	Comm. Dev.	Open	A Temporary Use Permit and building permits for a tiny village at Bissell Avenue and 23rd Street was approved. Construction has begun and is anticipated to be complete in Summer 2026. A grant agreement is coming to Council for consideration in May 2026.
			1.1.d	Public Housing Agency Recovery and Sustainability (PHARS) The PHARS includes requirements for Richmond Housing Authority, Nevin, Hacienda, Administration Building, Richmond Village (1,2,3), and Outstanding Audits	RHA	Open	working on
	1.2	Reduce homelessness	1.2.a	Encampment Resolution Funding(ERF) Round -1 (\$4.8M) connected approximately 100 unhoused residents living at the Castro Encampment with urgently needed services and pathways to housing by 6/30/24 -	Comm. Dev.	Complete	The ERF Round was project was completed in June 2024.
			1.2.b	Encampment Resolution Funding (ERF) Round-2 (\$8.6M) will connect at least 115 unhoused residents living in encampments along I-80 and I-580 corridor and other city locations with urgently needed services and pathways to housing by 6/30/26 -	Comm. Dev.	Open	This project is in progress and has served more than 123 unduplicated individual.
	1.3	Increase housing quality	1.3.a	Nevin Phase 1 Rehabilitation	RHA		
			1.3.b	Resident Rental Inspection Program Ordinance Amendment	Comm. Dev.	Complete	This ordinance amendment was adopted by the City Council on January 7, 2025. See Ordinance No. 02-25.

Goal Area No. 2	Goal No. Goal(s)	Priority No. Priorities	Dept./Div.	Status (Open/Complete)	Notes
Increase Revenue and Improve Economic Development	2.1 Create new opportunities for workforce development in Richmond	2.1.a Continue to support YouthWORKS to create pathways to high-paying careers/ Expand YouthWORKS to serve 800 - 1,000 youth	E&T	Open	We completed our 1st cohort of electrical training and students are participating in internships while preparing for the IBEW interviews. 2nd cohort begins May 8th. We received \$500K for training in Brownfield clean-up and mitigation. We will be working with the City of Richmond Port to identify training and clean-up opportunities. One of the summer youth participants was offered a permanent job at BART as a Junior Engineer.
		2.1.b Expand vocational training programs	E&T		Employment and Training has expanded training to 50 participants in electrification and 67 for Brownfield clean-up.
		2.1.c Increase job training for high school juniors and seniors that are not college ready	E&T		Building Bridges to Career Opportunities will start a cohort of 25 youth in August. Working with Sylvester Greenwood Academy to enroll participants in the YouthBUILD construction training program.
		2.1.d Apprenticeships (collaborate with local businesses to employ students)	E&T		RichmondBuild/ YouthBUILD had over 30 participants enter into the labor trades.
		2.1.e Support implementation to Maritime Academy connected to Kennedy High School	E&T		We are not a collaborative partner with the program.
	2.2 Revitalize, attract, and maintain existing small and new businesses	2.2.a Revitalize businesses and provide counseling/technical assistance/capacity building and marketing support for small businesses (i.e., façade improvements) including supporting small business (increase access to capacity and capital) – 2.3(a)	Econ. Dev.	Open	Business support programs remain active and accessible through partnerships with Renaissance Entrepreneurship Center and CoBiz Richmond, providing counseling, technical assistance, and capacity-building services. The Façade Improvement Program has been launched and is currently receiving applications from targeted commercial areas to support storefront enhancements. The Division continues to collaborate with partner organizations to expand access to capital, strengthen business capacity, and provide ongoing marketing and technical support to local small businesses.
		2.2.b Improve interface with the City of Richmond (e.g., permitting, inspections, etc.) – 2.3(b)			
		2.2.c Make a plan to improve economic development process to support local business – 2.3(c)	Econ. Dev.		The Division is advancing internal process improvements to better support business attraction, opening, expansion, and retention, including streamlining procedures, enhancing interdepartmental coordination, and improving customer-facing services to create a more efficient and business-friendly economic development process.
		2.2.d Implement Bludot, include access to capital, financial assistance etc. – 2.3(d)	Econ. Dev.	Open	Bludot implementation is underway, with the Division actively advancing efforts to develop and integrate programs focused on improving access to capital and financial assistance for small businesses.
	2.3 Create and or re-envision infrastructure to attract new business and retail, manufacturing infill developments, and new customers for existing Richmond business	2.3.a Development of the Hilltop District	Com. Dev.	Open	The concept land plan that will guide development of the Hilltop Horizon Specific Plan (HHSP) was approved by the City Council on 9/16/25. Drafting of the HHSP is underway.
2.3.b Development of the Entertainment & Arts District		Econ. Dev.	Open	Strategic Plan in development	
2.3.c Development and Downtown Revitalization		Econ. Dev.	Open	The Macdonald Avenue Task Force has been established, and a Request for Proposals (RFP) has been issued to retain a consultant to support development and downtown revitalization efforts.	
2.3.d Development Public Bank (City Council needs to acknowledge the Public Bank is in its infancy stage. May be done at the end of the three-year mark)		Finance	Open	Richmond continues to participate as a founding member of the proposed Public Bank East Bay. The City has \$750,000 in seed capital still allocated in the budget, pending state approval of the bank charter and completion of inter jurisdictional agreements with partner agencies. No additional fiscal actions are required at this time.	
2.4 Research and implement new progressive taxes	2.4.a Measure U Implementation	Finance	Complete	Implementation of Measure U has been completed. All required administrative, financial, and operational components have been put in place, and the City is now operating fully under the updated gross receipts business tax structure. Ongoing work consists of routine monitoring and annual reporting to ensure compliance and alignment with City Council adopted policies.	

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			2.4.b	Research around progressive Utility User Tax	Finance	Open	Staff conducted preliminary research on the feasibility of implementing a progressive Utility Users Tax structure. No California cities currently use a progressive (tiered rate) UUT model, though a few jurisdictions offer income based exemptions or refunds for low income households. Staff also reviewed statewide UUT rates and found that only a small number of cities apply a rate similar to Richmond's. Additional analysis would be needed to determine legal and administrative considerations should City Council wish to explore a progressive structure further.
	2.5	Revitalization of the port	2.5.a		Port	Completed	The Port has established a strong partnership with Cal Maritime to advance maritime education, workforce training, and career pathways. Through this collaboration, the Port has integrated workforce development initiatives into federal and state grant applications that support infrastructure repair, modernization, and capital improvement projects, including the 2025 Port Infrastructure Development Program (PIDP) grant application.  Additionally, the Port has completed several revitalization projects focused on safety, access, and operational efficiency, including improved access routes, installation of traffic separation berms, new fencing and gates, upgraded pavement, striping, and enhanced traffic management measures.
			2.5.b	Include maritime academy Increase engagement with community around training, jobs, and workforce development	Port	Completed	The Port has established communication for updates with public and private terminals around: maritime industries, career opportunities, training programs, and workforce development pathways. Conducted a Users Meeting for the Port 2026.
			2.5.c	Complete the Bloomberg innovation track	Port	Completed	The Port has successfully completed the project and fulfilled the committed project hours. In addition, Port staff received a 2024 Bloomberg Harvard City Leadership Initiative Innovation Track certificates in recognition of their professional development and leadership training.
			2.5.d	Create strategic plan	Port	Open	The Port has initiated a comprehensive strategic planning effort to guide its long-term development and economic positioning. A Project Manager III (Danny Wan), the former Chief Executive Officer of the Port of Oakland, has been engaged to manage the process of strategic plan development through initial project steps and procurement of strategic planning consultant.  In support of this effort, the Port released a Request for Proposals (RFP) for an Economic Impact Study, which will inform the strategic plan with data-driven analysis. The Project Manager is also preparing the Port's Annual Report and outlining strategic priorities, goals, and implementation strategies.
			2.5.e	Increase engagement with community around maritime training, jobs, and workforce development	Port	Completed	The Port has established an annual community event to promote engagement and awareness of maritime industries, career opportunities, training programs, and workforce development pathways. The Port organized and produced the first Community Meeting September 2025.

Goal Area No. 3	Goal No.	Goal(s)	Priority No.	Priorities	Dept./Div.	Status (Open/Complete)	Notes
Improve the Quality of Life and Community Health/Improve Social Determinants of Health	3.1	Improve maintenance of built environment, parks, and new recreation infrastructure	3.1.a	Maintenance or repair of Sidewalks	Public Works	Open	Ongoing work on 300 sidewalk priority locations. Construction started on 81 locations - estimated completion expected June. Concrete Shaving Project to mitigate trip hazard around City Hall and Parks in construction. ADA Transition Plan compliance audit expected completion by late Spring 2026.
			3.1.b	Maintenance or repair of Pavement	Public Works	Open	Various Multi-Year Pavement Program scenarios have been developed according to StreetSaver data. 2025 Cape Seal Project in construction. 2026 Base Repair Project currently in design; bid solicitation expected in June 2026.
			3.1.c	Maintenance or repair of Medians	Public Works	Open	Ongoing ROW landscape maintenance; service levels vary based on operational capacity. Priority/CIP counts do not reflect ongoing workload.
			3.1.d	Maintenance or repair of Public Property	Public Works	Open	Citywide maintenance for street lighting, traffic signals, and park and trail lighting is an ongoing operational demand that is not reflected in CIP priority counts
			3.1.e	Maintenance or repair of Parks	Public Works	Open	Citywide park maintenance is continuous; system operating at approx. LOS 2-2.5. CIP/priorities do not capture ongoing maintenance demands.
			3.1.f	Maintenance or repair of Trees	Public Works	Open	Urban forestry work is ongoing and risk-based; service is largely reactive. Priorities do not reflect continuous maintenance and response needs.
	3.2	Create new infrastructure	3.2.a	Build new or upgrade Booker T. Anderson	Public Works	Complete	Phase 1 (Fire Restoration) and 2 (Interior Expansion Renovation) completed. Phase 3 coming online but unclear if that was part of the original 3.2.a goal.
			3.2.b	Build new or upgrade Main Library	Public Works/Library	Open	The Richmond Main Library at 325 Civic Center Plaza is undergoing a major \$34M renovation to modernize and expand its services while preserving its historic mid-century modern design. The groundbreaking was held on March 25, 2026, and the planned completion date is in late 2027. The project is funded with a \$9.7M CA State Library Grant and the remainder came from City of Richmond sources (ARPA, General Capital Fund and Library Impact Fees).
			3.2.c	Implement grant-funded park projects	Public Works	Open	Boorman, Wendell, Shields Reid, Miraflores, and Point Molate Bay Trail Park Projects are all currently under construction.
			3.2.d	Build new or upgrade soccer fields and other sports fields	Public Works	Open	New soccer fields are being included as part of the following projects: Boorman, Wendell and Shields-Reid. City staff continuous to consider soccer and other sports fields (i.e. football and baseball) during the design process for other parks such as Nicholl and MLK Parks.
			3.2.e	Implement existing Capital Improvement Project list (50 projects)	Public Works	Open	Completed On-Going List: 2024 Pavement Preventative Maintenance Slurry Seal Project, F2B2G Cutting/Hoffman/Harbour Way Cycle Track, Lincoln Safe Routes to School, 7th St Bike Lane Project, Yellow Brick Road Projects, Terminal 4 Wharf Removal, Santa Rita Road, Full Trash Capture Facilities, Greenway Rehab and Bike Education, Flood Risk Reduction-Rheem Creek, BTA Phase 1/2, Auditorium Lighting, Various Solar Streetlight Improvements, Dirt World Bike Park Revitalization.
			3.2.f	Research funding for MLK and work with NURVE regarding plans for a new community and sports center	Community Services	Open	As of April 2024, Community Services and Public Works started working with PlaceWorks to develop a funding plan for the MLK Center (i.e. local, state and federal grants, philanthropy, city funds, fundraising campaigns, etc.). This contract is funded as part of a \$1M grant from the Hellman Foundation. Per the grant requirement, the goal is to complete the plan by the end of 2026.
			3.2.g	Build collaboration between City and County			
			3.2.h	Work to develop a Farmers Market in Marina Bay	Community Services	Complete	Community Services and City Manager's Office worked with the Richmond Farmer's Market Association and Urban Tith to launch a new market on Sundays at Marina Bay Park in April 2024. It is successfully in its second year of operation.

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	3.3	Implement Transformative Climate Communities (TCC) Grant (\$35 Million)	3.3.a	Healthy homes (solar weatherization)	Com. Dev.	Open	The project has provided 250 low-income homes with solar panels installations and 216 low-income homes have been equipped with energy efficient measures in TCC project area as of March 26th, 2026.
			3.3.b	Richmond Wellness Trail Phase 2	Com. Dev.	Open	The project secured US DOT Reconnecting Communities Pilot grant and Regional Measure 3 grant to increase its scope. Working towards 65% design that will be presented on May 13th, 2026.
			3.3.c	ADA Accessible Garden	Com. Dev.	Open	Construction drawings are complete and permits have been approved. Three (3) bids for the construction were received on February 21st and the project is anticipated to be awarded in May 2026.
			3.3.d	Neighborhood Complete Streets	Com. Dev.	Open	The project secured US DOT Reconnecting Communities Pilot grant and Regional Measure 3 grant to increase its scope and construction design documents are in progress.
			3.3.e	Veggie Rx	Com. Dev.	Open	The program is underway and has delivered over 8,000 produce bags and trained 120 climate health promoters as of March 26th, 2026.
			3.3.f	Orchard 4 All!	Com. Dev.	Open	The program is underway and has given away over 800 fruit trees to project area residents.
			3.3.g	Bosque del Barrio	Com. Dev.	Open	The program is underway and 306 trees have been planted as of March 26th, 2026.
			3.3.h	E-Bike Lending Library	Com. Dev.	Open	The project plans have been finalized and approved by City staff. Building permit has been approved. \$2.2M deficit. Planning to go to City Council to request ECIA funds after receiving approval from SGC to open services to all Richmond residents, not only project area residents.
			3.3.i	E-Bike Share	Com. Dev.	Open	The project has installed 8 hubs and acquired 70 bikes for the TCC project area. There are still 2 more years of maintenance in the project area funded by TCC.
			3.3.j	Basin of Relations	Com. Dev.	Open	The program implementation is underway and 120 homes were provided with drought tolerant landscaping, drip irrigation, water catchment and/or laundry to landscape systems drought tolerant installs were completed.

Goal Area No. 4	Goal No.	Goal(s)	Priority No.	Priorities	Dept./Div.	Status (Open/Complete)	Notes	
Improve Public Safety	4.1	Improve road, traffic, bike, and pedestrian safety	4.1.a	132+ traffic/street calming projects in queue	Public Works	Open	Construction has been completed on the following transportation safety CIP Projects: Cutting/Hoffman Quick Build Bicycle Lanes, 7th Street Project, Lincoln Safe Routes to School, and Yellow Brick Road. The following CIP projects that improve transportation safety will be under construction later this year: 13th St. Complete Street, and Macdonald Avenue Pedestrian Crossing. The following CIP projects are currently in design: Neighborhood Complete Streets, Richmond Wellness Trail, Downtown Point Richmond Bicycle and Pedestrian Access Project, McBryde Safe Routes to Parks, Bayview to BART Project, Barrett Avenue Bicycle & Pedestrian Crossing Improvements, Carlson Crosstown Phase II, I-80 Central Interchange, Point Richmond Traffic Improvements, and railroad crossing improvements at Cutting Blvd. & Carlson Blvd., and Harbour Way & Wright Avenue. 18 traffic calming locations have been completed, design is in progress on 6 new intersection projects. New stop control has been installed at 10 intersections, evaluated at 37 others, and is in-progress on 26 intersections. Design on a pilot project to deter donuts at 6 intersections has begun, and will develop improvements that could be used at other intersections across the city.	
			4.1.b	Sidewalk safety	Public Works	Open	The City Sidewalk Repair program is undergoing additional development in conjunction with a ADA Transition Plan.	
			4.1.c	Street paving	Public Works	Open	Various Multi-Year Pavement Program scenarios have been developed according to StreetSaver data. Asphalt rubberized cape seal pavement project currently in construction. 2026 Base Repair Project currently in design; bid solicitation expected in June 2026..	
			4.1.d	Red light and safety cameras	Police		60 CCTV Cameras and 122 ALPR Cameras have been installed in various locations throughout all 6 voting districts throughout the city. The potential for Redlight cameras is still being explored.	
			4.1.f	Add parking enforcement officers	Police		The Police Department has increased the number of Parking Enforcement Officers from 3 to 6. We are currently recruiting for 1 additional Parking Officer.	
		4.2	Continue to support alternatives to police (i.e., Office of Neighborhood Safety) and collaborate with Contra Costa County regarding alternative methods	4.2.a	Implement Community Crisis Response Program by August 2024	Community Services - CCRP	Open	The CCRP Program Manager was hired in May 2024 which allowed the program to begin with the manager providing outreach, making connections, and responding to internal calls for service. The Community Intervention SPecialists were hired in XXX 2025, and are actively taking calls. Our CCRP mobile response teams, officially known as ROCK (Reach Out with Compassion and Kindness) responders, will be available to help Richmond Police and Emergency services address the current gaps in responsive services contributing to a newly defined safety hub rooted in addressing community trauma through community-based alternatives.
		4.3	Reduce illegal dumping	4.3.a	Education, enforcement, collaboration with Richmond Police Department, Code Enforcement, District Attorney. Offer cash rewards for reporting illegal dumping in progress	Police		Installation of CCTV and ALPR Cameras has been completed at the top 3 illegal dump sites. Public Works reports that illegal dumping in those locations has decreased to almost zero.
		4.4	Add and improve emergency preparedness	4.4.a	Hire Emergency Operations Services Manager	Fire	Complete	Hired an Emergency Services Manager in December 2023
				4.4.b	Increase Community Emergency Response Team (CERT) training to community	Fire	Complete	Completed three (3) CERT Academies since Spring 2024 and graduated 61 CERT volunteers. Conducted three (3) post-academy continuing education sessions. Spring 2026 CERT Academy in progress
				4.4.c	Updating emergency operations plan	Fire	Open	Conducted section head and general staff EOC training. Emergency Operations plan update in progress

Goal Area No. 5	Goal No.	Goal(s)	Priority No.	Priorities	Dept./Div.	Status (Open/Complete)	Notes
Strengthen the City's Internal Infrastructure and Processes	5.1	Ensure that there is the right staffing level and experience to meet service goals of each City department	5.1.a	Workforce analysis	Human Resources	Complete	The Workforce Analysis, conducted by the Raftelis Group in 2024, provided key recommendations that have guided the City's efforts since its completion. Since then, the City has prioritized strategic and thoughtful staffing, particularly in Public Safety, Parking Enforcement, and Public Works, and improved internal processes, including implementing software to automate training and onboarding, and improved employee engagement.
			5.1.b	Fill vacancies (retention and recruitment)	Human Resources	Open	The Human Resources Department has effectively staffed the City Council's key initiatives, such as ROCK and the newly established Transportation Division focused on traffic calming initiatives. Additionally, staffing in the Police and Fire Departments has steadily improved as vacancy rates continue to decrease. This is an ongoing effort.
	5.2	Improve fiscal responsibility	5.2.a	State Audit – complete all audit requirements so the City can be removed from the state audit list	Finance	Complete	Richmond was officially removed from the State Auditor's "High Risk Local Government Agency" list on October 7, 2025, following recognition of the city's successful fiscal reforms, including restored reserves, balanced budgets, and enhanced financial oversight.
5.2.b			Unfunded liabilities – create a plan to resolve or bring under fiscal control unfunded liabilities	Finance	Complete	The City has adopted structured funding policies for both pension and OPEB liabilities. These include Trust-based prefunding, annual UAL prepayments, surplus-based contributions, and amortization strategies—all designed to bring unfunded liabilities under long-term fiscal control.	
5.2.c			Create a plan to reduce overtime and eliminate overtime in our public safety departments	Finance	Open	The City continues implementing its overtime management strategy in Police and Fire. Monthly overtime reports are provided to the City Council, allowing for ongoing monitoring, trend analysis, and accountability as departments work toward reducing and better controlling overtime expenditures.	
5.2.d			Improve format and budgeting process to improve CIP budget	Finance		The City implemented a new online, interactive platform to improve how the Capital Improvement Program (CIP) budget is presented and to enhance transparency around project priorities, timelines, and funding. After its first full cycle of use, staff are continuing to refine and adjust the tool and related internal processes to ensure the platform fully supports the City's goals and clearly communicates alignment with City Council priorities.	
	5.3	Improve and modernize City IT	5.3.a	City Council Chambers Phase II: ensure Council can vote electronically and raise hand electronically	IT	Pending	The IT Department and City Clerk's Office are working in collaboration evaluating electronic raised hand features in eScribe.
5.3.b			Munis version upgrade	IT	Ongoing	Upgrades are applied quarterly or monthly as needed.	
5.3.c			CRW/Trakit replacement	IT	Complete	CRW/TRAKiT has been replaced as of 4-28-2025	
5.3.d			Multi-factor authentication	IT	Complete	Completed in fiscal year 2024-2025	
5.3.e			Translating Council meetings to Spanish	City Clerk	Complete	Translations implemented in fiscal year 2025-2026.	
	5.4	Ensure all city staff have performance evaluations	5.4.a	Set reasonable expectations and response time from staff	Human Resources	Open	The Human Resources Department currently maintains a compliance rate of approximately 60%. Monthly reminders are sent out, and ongoing support is provided to all departments. We are nearing the launch of a virtual evaluation software platform, which will enable supervisors to efficiently track and complete evaluations. The target launch date is Fall 2026.

Goal Area No. 6	Goal No.	Goal(s)	Priority No.	Priorities	Dept./Div.	Status (Open/Complete)	Notes
Address Shoreline Issues and Ecological Sustainability	6.1	Develop a shoreline resiliency plan inventory of contaminated sites to plan and prepare for sea level rise	6.1.a	Issue RFP for development of Sea Level Rise Adaptation and Resiliency Plan	Comm. Dev.	Open	The RFP was issued, a consultant contract was awarded, OPC grant executed, and work has begun.
			6.1.b	Strategies to implement blue and green new deal, expand environmental department/division	Economic Dev.	Open	The project is underway, with staff actively collaborating across City departments to advance the top five priority areas identified in the Richmond Green Blue New Deal. Related initiatives are being tracked, and quarterly progress reports are provided to the City Council to ensure transparency and accountability. The Department is also coordinating with the Economic Development Commission Subcommittee to support implementation efforts, while continuing to strengthen internal capacity and alignment to effectively advance environmental and sustainability goals.
	6.2	Reduce local hazards	6.2.a	Development and adopt the Local Hazard Mitigation Plan (LHMP) and Annex for the City	Fire	Completed	LHMP developed and adopted by City Council in August 2025.
			6.2.b	Wildfire risk reduction * The LHMP is required to be updated on a regular basis and to meet certain specified State standards to be eligible for FEMA recovery funds should a disaster affect the City.	Fire	Open	Moderate revisions to the LHMP are being done on an annual basis in coordination with the County.